



Amherst Massachusetts

REPORT OF THE JOINT CAPITAL PLANNING COMMITTEE APRIL 2010

FY 11 Recommendation Summary

- On March 23, Amherst voters approved a \$1,608,441 override of the Proposition 2½ property tax limit to fund the operating budgets of the Town, Elementary Schools, Regional Schools and Libraries to prevent more reductions in services than were already planned. None of the additional revenue raised through the override was designated for capital spending;
- Funds for the recommended Five Year Capital Plan will come from property taxes, enterprise and other special purpose funds of the Town, grant funds from the federal and state government and from unexpended balances from previously authorized capital projects. This plan assumes commitment of 6.23% of the local property tax levy in FY 11, a reduction of \$24,184 from the 6.51% of the levy used in FY 10. Earlier capital plans used as much as 10% of the tax levy. Using just 6.23% of the property tax levy, JCPC had to postpone or eliminate over \$800,000 in expenditures initially proposed for FY 11;
- Recommendations for FY 11 capital plan funding total \$2,305,800 plus Community Preservation Act projects of \$368,511 and include \$903,300 for equipment [ATM Articles 11 and 12], \$512,000 for buildings and \$890,500 for facilities [ATM Articles 11, 13, and 16].

Why Capital Planning?

The Joint Capital Planning Committee (JCPC), comprising two representatives each from the Select Board, School Committee, Jones Library Board of Trustees, and Finance Committee, advises the Town Manager, Finance Committee, and Town Meeting on the capital needs of the Town. It was organized in 1992 as the Town began to recover from the fiscal crisis of the early 1990s. At the same time that the state was experiencing recession and cutting aid to cities and towns, the Town of Amherst reached its levy limit under Proposition 2½. With state aid reduced and growth of property taxes limited, the Town used reserves and unexpended capital appropriations totaling nearly \$15 million to balance three years of operating budgets. Capital needs were so neglected that antiquated equipment did not work; building maintenance and repairs fell far behind. It has taken 17 years of careful planning and management to get equipment on regular replacement schedules and buildings free of some of the health and safety problems that arose from failure to keep up those facilities during that period.

The current recession is a reminder that there are economic ups and downs. State aid was reduced by 21.5% in Fiscal Year 2010, and a further reduction of 4% is expected for FY 11. Many cities and towns, including Amherst, are faced with sometimes-conflicting needs to meet increasing operating expenses, satisfy capital needs, and rebuild reserves. The Financial

Management Policies and Objectives adopted by the Finance Committee in January 2008 and reviewed by JCPC acknowledge the need to adequately fund a viable multi-year capital plan to maintain infrastructure, replace worn equipment, and provide for other long-range capital assets.

What are Capital Improvements?

A capital improvement is a tangible asset or project with an estimated useful life of five (5) years or more, and a cost of \$5,000 or more. Among the items properly classified as capital improvements are:

- New public buildings, or additions to existing buildings, including land acquisition costs and equipment needed to furnish the new building or addition for the first time;
- Major alterations, renovations, or improvements to existing buildings that extend the useful life of the existing buildings by ten (10) years;
- Land acquisition and /or improvement, unrelated to a public building, but necessary for conservation or park and recreation purposes;
- Major equipment acquisition, replacement or refurbishment, including but not limited to vehicles, furnishings, and information technology systems' hardware and software;
- New construction or major improvements to Town's physical infrastructure, including streets, sidewalks, storm water drains, the water distribution system, and the sanitary sewer system. Infrastructure improvements must extend the useful life of the infrastructure by at least ten (10) years to be appropriately classified as a capital improvement;
- A feasibility study, engineering design services, or consultant services which are ancillary to a future capital improvement project.

How Are Capital Needs Prioritized?

JCPC reviews requests for capital plan funding that meet several criteria. Successful capital planning facilitates postponing some capital expenditures in favor of others as part of the planning process. JCPC has adopted the following guidelines for prioritizing capital projects, with examples listed in parentheses. The guidelines themselves are not necessarily listed in priority order:

- Imminent threat to health and safety of citizens, employees or property (police cruisers and radios, SCBA self contained breathing apparatus);
- Maintenance and improvement of capital assets (major repairs of buildings, replacement of vehicles and equipment, park and play area renovations);
- Requirement of state or federal law (asbestos cleanup program mandated by federal law in 1986, removal of gas tanks, etc);
- Improvement of the infrastructure (streets and sidewalks, water and sewer programs);
- Improvement/maintenance of productivity (equipment replacement, computer hardware / software);
- Improvement of an overburdened situation (Town Hall renovations, cemetery expansion program);
- Newly identified need (recreation fields);
- Priority assigned by Department (Very High, High, Medium, Low); and

- Consistency with and in furtherance of long-term planning objectives of the Town (Master Plan, Climate Action Plan, Historic Preservation Plan, etc.).

Where Does The Money Come From?

Funds for the recommended Five Year Capital Plan will come from the same sources as before: property taxes, enterprise and other special purpose funds of the Town, grant funds from the federal and state government and from unexpended balances from previously authorized capital projects. This plan assumes commitment of 6.23% of the local property tax levy in FY 11, a reduction of \$24,184 from the 6.51% of the levy used in FY 10. Earlier capital plans used as much as 10% of the tax levy, which along with the other resources was enough, or almost enough, to keep up with renovation and maintenance of existing buildings and equipment replacement, but not enough to cover significant new projects. We haven't come close to this goal since FY 07, when the capital plan used 8.2% of the levy. In fact, the percentage has been declining ever since, and the percentage of the levy allocated to capital for FY 11 is the lowest since the early 1990s. On March 23 Amherst voters approved a \$1,608,441 override of the Proposition 2½ property tax limit to fund the operating budgets of the Town, Elementary Schools, Regional Schools and Libraries, to prevent more reductions in services than were already planned. None of the additional revenue raised through the override was designated for capital spending.

Using just 6.23% of the levy, JCPC had to postpone or eliminate over \$800,000 in expenditures initially proposed for FY 11. Among those are interior and exterior repairs to various municipal and school buildings; rehabilitating one of the Fire Department's pumpers; protective gear for the Fire Department Call Force; several replacement trucks for the Department of Public Works; a security system at the Department of Public Works facility; upgrading the grounds at Crocker Farm School; replacing aging town and school furniture; replacing a boiler room valve at Wildwood School; studies of brownfield sites around Amherst; town-wide GIS mapping and flood-area analysis; replacing non-functioning exterior lighting at Mill River Recreation Area; further projects aimed at implementing the Master Plan adopted earlier this year; and matching funds for design and construction of Kendrick Park as a new public park. A proposal to borrow \$4.5 million to repair the growing backlog of deteriorating roads and sidewalks was also postponed. Other large project requests anticipated for future years include repairs and renovations of Fort River and Wildwood elementary schools; a new fire station; and renovating or replacing the 19th century Department of Public Works facility.

The Recommended Capital Plan – A One Year Budget, A Five Year Plan

The General Fund Five Year Capital Plan for FY 11-15 includes voted appropriations from FY 10, a proposed budget for FY 11, and a tentative plan of capital investment for the period FY 12-15. JCPC will work in the fall to balance projected expenditures with projected available revenues for those subsequent years. The total capital budget in any fiscal year is comprised of direct cash expenditures for capital items, debt service (interest and principal) on all prior bonded expenditures, and debt service on any new authorized and issued bonds, if any. The plan is organized into three categories of projects: major equipment (vehicles, technology, etc.), building needs, and facilities needs (road maintenance, parks, open space, etc.). The plan also incorporates recommendations developed by the Community Preservation Act (CPA) Committee for eligible community housing, open space, historic preservation, and recreation projects funded

from the local voter-approved 1.5% property tax CPA surcharge and matching state funds. JCPC appreciates the CPA Committee's cooperation and coordination of their recommendations to allow presentation of the entire Capital Plan at the Annual Town Meeting. Recommendations for FY 11 capital plan funding total \$2,305,800 plus Community Preservation Act projects of \$368,511 and include the following:

Equipment [Note: Included in 2010 ATM Article 12 unless otherwise noted]

JCPC recommends a total of \$903,300 for equipment items. Of this total, Chapter 90 grants for road repair equipment funds \$38,000, the Ambulance Fund supports a \$190,000 ambulance replacement, and taxation funds the remaining \$675,300. Town technology infrastructure equipment replacement (computers and network equipment) is recommended for \$123,000 and includes scheduled replacements of servers, PCs, printers, routers, switches, and other critical Town technology systems. Other Town technology-related items include \$35,000 to purchase a MUNIS Dashboard and Self Service financial management software module. This is an integrated system that allows citizens and businesses to view and pay real estate bills, utility bills, personal property bills, business licenses fees and more through the web. Additionally, the Intranet-based employee self-service system will provide managers and administrators simple real-time access to budgetary and personnel information on a single customizable screen.

JCPC recommends \$105,000 for the replacement of three police cruisers. The Amherst Police Department currently utilizes 11 marked police vehicles (black and white) and 3 unmarked police vehicles (silver) for routine patrol. Chief Livingstone has revised the department's longstanding protocol for vehicle replacement by replacing patrol vehicles after they reach approximately 100,000 miles and administrative vehicles after they reach approximately 120,000 miles. This results in a reduction from four to three for the annual replacement of vehicles and the need to replace an additional fourth vehicle only once every three years on average. In addition, \$10,000 is recommended to replace two police cruiser in-car video cameras. It is important for both the protection of police personnel and the protection of the public that the police provide video and audio recording of all of their motor vehicle stops. At this time, only 3 of the marked cruisers have working digital systems, as the other two have malfunctioned, are no longer under warranty.

Fire equipment includes \$190,000 for a replacement ambulance funded by the Ambulance Fund, \$95,000 to refurbish the 1988 aerial ladder, \$15,000 for a new thermal imaging camera, and \$14,000 to replace the fuel dispensing system at the North Fire Station. The aerial ladder is 22 years old. The ladder costs the Town an average of \$20,000 in maintenance costs each year. The controls for the aerial and the bucket (105 feet in the air) are old electro-mechanical units which break down frequently and are getting more difficult to obtain from the vendor. The age of the unit and the controls causes the aerial itself to stutter when it is being operated. The rehabilitation planned would be to replace these controls with the new computerized version and to update the warning systems, at a cost of \$95,000. The useful life of the truck will be extended by 10 years. Otherwise, replacement of the aerial device normally is at 20 years by industry standards and the NFPA requirements dictating operation of aerial apparatus by the fire service. Replacement costs for this truck would be \$1,000,000, a totally unachievable amount in this budget climate. Originally we planned for this rehab in FY 08, but the 2007 override failure delayed the work. The original thermal imaging cameras were procured for the Fire Department

through a fund-drive in 2000 after the Worcester Fire Department lost seven firefighters in the Cold Storage Warehouse fire in December 1999. The shelf life is 10 years and the units have begun to experience failures and need to be replaced. New technology also makes the units more efficient and lighter, and gives a clearer picture of the environment in smoke. Thermal imagers are essential equipment for today's firefighters to locate trapped victims in a building and to locate fire hidden in walls and ceilings. Cost will be \$15,000 apiece, or \$45,000 total spread out over three years. The remaining \$14,000 requested will replace the existing "Gasboy" fuel dispensing system located at the North Fire Station. This system is connected to and controls the dispensing of gasoline and diesel fuel from the fuel pumps. This fueling site is used by all Town departments (including the school department) except for the police and DPW. Replacement would include the remote head outdoors near the fuel pumps, the computer inside the station that is connected to the town's network, and software. The system provides both security for the fueling site and accountability for fuel use.

Public Works equipment includes \$38,000, funded by the Chapter 90 state grant, to purchase an asphalt recycler [Article 11]. The DPW has been looking at pothole patching machines and techniques for several years and believes it has found a system that will meet its needs while reducing the overall cost of pothole repairing. It will be acquired via a two-year lease purchase agreement. The machine recycles old asphalt into new useable mix without long wait times or the need to purchase anything other than the fuel to operate the machine. An additional \$5,000 is funded from taxation to begin replacing equipment at the parks, including Mill River and Groff. This first request of \$5,000, which will likely be requested every two years, will be used to purchase replacement grills.

Library equipment includes an annual allocation of \$20,000 for technology infrastructure and \$5,000 for a photocopier replacement. Technology acquisition and maintenance at the libraries are overseen by and coordinated with the Town's IT Department.

Recommended School equipment items total \$248,300, including \$85,000 to replace a bus and \$50,000 for the second year of a multi-year project to replace kitchen equipment that is over 35 years old at the Fort River and Wildwood Schools. Also recommended is \$4,000 for telecommunications equipment, \$23,000 for photocopiers, \$11,300 for multimedia audio/visual equipment, and \$75,000 for computer equipment for replacement of servers, switches, desktops, printers and similar computer and networking equipment and to update and maintain the network infrastructure.

Buildings [Note: Included in 2010 ATM Article 13 unless otherwise noted]

JCPC recommends a total of \$512,000 for building repairs and renovations. The Munson Memorial Building receives \$5,000 to wire and connect the building into the Town's energy management system. This will allow the building to be accessed remotely to control the HVAC. There is an estimated savings of \$1,000 per year by setting the system to function only during occupied hours. \$5,000 is also recommended to replace worn carpeting and ceiling tiles, and perform some interior painting at the Police Station. The building is now 20 years old and this request protects this mission critical asset.

Public Works recommendations include \$5,000 for ongoing facility improvements/repairs at the Garage. This annual request is used to do capital upgrades that are unexpected and unplanned during the year. In the current year, the Garage's central heating system was upgraded and additional heating was installed in a previously unheated work space.

The Jones Library is allocated \$50,000 to repair and replace the cooling tower, \$50,000 for repairs to the main elevator, and \$15,000 for building insulation. The heating, ventilation, and air conditioning systems at the Jones Library were completely rebuilt in 1991-1992. Various components of these systems are now at or near the end of their life cycle, and a replacement plan is absolutely necessary. Maintenance staff expressed concerns about the feasibility of the library's cooling tower making it through another year. This is a critical piece of equipment since it is essential for climate control in the library's archives. People have been getting stuck in the large elevator in the Jones Library atrium and the elevator has been closed to patrons and staff. The elevator repair technician says that after 15-20 years parts start to wear out and become unreliable. This elevator was installed in 1991. The repairs included in the quote would transform the elevator's operability, as well as add diagnostic tools to resolve future problems and add code required Firemen's Service and Independent Service. The benefits of adding insulation is well known for lowering operating costs of heating and cooling. The Center for Ecological Technology (CET) conducted an energy audit of the Jones Library and found that several areas of the building envelope are still not adequately insulated. The insulation project may qualify for a 50% match from Berkshire Gas toward the cost of this project.

JCPC recommends \$100,000 for interior renovations and \$80,000 for a partial roof replacement to the South Amherst Campus (SAC), to be funded by a bond authorization [Article 14]. SAC is owned by the Town and is currently utilized by the Amherst Pelham Regional School District. The recommended FY 11 regional schools budget consolidates the South Amherst Campus (SAC) and East Street Alternative High School (ESAH), their two in-district day placements programs, into one building (SAC). It is estimated that annual savings of approximately \$178,000 will be realized from staff consolidations and other savings. The district considered and rejected as cost prohibitive, after consultation with an architect, an addition to SAC due to building code issues. \$100,000 is recommended to partition spaces within the building to support the needs of students. In addition, the district will continue to work on programmatic models at ARHS and at SAC. The Regional School Committee has also agreed to a multi-year Town reimbursement schedule for costs of the interior programmatic renovations of the SAC. The SAC roof has reached its end of life and is leaking badly. The roof was last repaired in 1985 with a 10-year warranty. The replacement roof would have a 30-year EPDM roof. The slate portion of the roof would also be inspected and minor repairs would be made. Project costs are estimated at \$80,000.

Elementary school building projects recommended total \$202,000. JCPC recommends \$30,000 to complete the installation of school security equipment. These funds will be used for new door locks and crash bars, location identification for police and fire, communication systems radios, and PA system upgrades. In an effort to protect our students and staff, this is a continuum. Each year the buildings are assessed by the Amherst police and fire departments. The outcome is generally recommendations to improve security to protect against the newest threat.

\$95,000 is recommended to fund one-time costs associated with consolidating the elementary schools from four to three locations. There will be the rental of equipment for moving. The bathrooms will need to be raised or lowered based on classes. Kindergarten rooms have lower utilities than standard classrooms. Computers being changed all over the place will require new wiring and additional cabling. Estimated costs are as follows: renovations (\$60,000); wiring and reconfiguration (\$20,000); waste disposal (\$5,000); moving (\$10,000).

JCPC recommends \$30,000 to install routine software updates and modifications to allow the schools' Energy Management System to continue functioning. The system was put in over ten years ago and very little to no maintenance has been done to the software. If the system is not upgraded, energy costs will rise due to the lack of control. This could be used in conjunction with a grant from the DOER for energy initiatives across the schools such as storm windows, insulation, burners, etc.

\$5,000 is needed for ongoing asbestos removal at all schools. \$8,500 each is recommended for the second year of a multi-year project to replace exterior doors at the Wildwood and Fort River Schools. The exterior doors are rotting out from the New England weather. They are to the point that rodents are coming into the building. It is an opportunity for energy improvements as well. JCPC recommends \$25,000 to reconstruct the front entrance walkway at the Wildwood Elementary School. It has deteriorated beyond repair. The concrete has to be removed and repaired. This has been a safety issue for years and continues to be spot repaired. This is an ADA issue.

Facilities [Note: Included in 2010 ATM Article 13 unless otherwise noted]

A total of \$890,500 is recommended for facilities needs, but only \$390,500 is funded via taxation. \$500,000 for road maintenance and repairs is funded by state Chapter 90 funds. [Article 11]. An additional \$100,000 for road resurfacing, a 20% increase, is funded from taxation to begin to address a growing backlog of road resurfacing needs. Other public works-related items include \$30,000 to continue a multi-year project to tackle the backlog of sidewalk repairs that have accumulated. This money will be pooled with the Chapter 90 money to address the sidewalks on Town streets. JCPC recommends \$30,000 to purchase a replacement parts inventory for its traffic light system. The Town has experienced 1 to 3 month delays in receiving traffic poles, signal heads and many of the electronic controllers. Most damage to our traffic signals is due to accidents where a pole or two is hit by a motor vehicle. The cost of the repairs is normally covered by the driver's or the Town's insurance. These funds will be used to build a ready supply of repair parts to immediately restore a damaged intersection to full capability while the Town processes the insurance claim and purchases replacement repair parts. \$18,000 is recommended to fund an electrical service upgrade on the Town Common. The Town has taken responsibility for all electrical services on the Common. Many of these services are in various states of failure. This project will bring all the electrical circuits on the Common up to code and allow for better access.

JCPC has endorsed by a vote of 7 – 1 (see separate minority report) the Town Manager's proposal for \$120,000 to fund an Option Agreement with Bruce Patterson, Trustee of the Patterson Nominee Trust, for the conveyance of 59.635 acres of undeveloped land located on Sunderland Road in North Amherst [Article 16]. The option agreement calls for an annual

option payment of \$40,000 with an option for the Town to continue for two additional years beyond year one. The Amherst Master Plan recognizes that if the community is to continue to provide the public services that its citizens presently enjoy, then the need to create, motivate or stimulate economic development that generates new, taxable assessed value from real growth is needed. According to the Town Manager, the goal of the Patterson Project, in implementation of the economic development goals and objectives of the Master Plan, is to increase the total taxable assessed value of the Town of Amherst by approximately 5%, or \$100 million. A \$100 million total taxable assessed value is achievable by placing a 500,000 square foot taxable facility on the Patterson property with a cost to construct of \$200 per square foot. Such a building would accommodate a large regional professional office of architects, engineers or other professional services. A large research and development firm focused upon alternative energy initiatives, polymers or other specialties or areas of expertise found at the University of Massachusetts would appear to have the greatest opportunity for success. A taxable property assessment of \$100 million would yield more than \$1.6 million in increased property tax revenue to the Town per year, which is nearly double the 2.5% annual increase allowable under Proposition 2 ½. The Town's strategy is to secure the property, through an option agreement, for a three-year period with an agreed upon set of terms for the conveyance of the property to a private concern. With the terms of the transfer fixed, the Town can then plan for, design and seek funding from grants for the public infrastructure needed to achieve the project's goals. The Town can then proceed to recruit appropriate entities to the site with the assistance of organizations such as the Western Massachusetts Economic Development Council and the Commonwealth of Massachusetts.

JCPC recommends \$12,500 for the third year of a multi-year (and we hope a permanent) program to purchase and plant new street trees each year. This funding allows for the purchase of approximately 25 trees for downtown Amherst and outlying village centers and complements the ambitious fundraising effort by the Public Shade Tree Committee to plant 250 trees in conjunction with the Town's 250th celebration in 2009. Between 2000 and 2005, Amherst removed 513 street trees and planted only 38, a net loss of 475 trees in Amherst's public ways and public spaces. More extensive tree inventorying and planning is also underway with the assistance of the Tree Warden and student volunteers.

\$15,000 is recommended to continue a multi-year project to restore and supplement elements of Amherst's existing wayfinding sign system. A downtown wayfinding sign system was designed and partially installed in 1995, using CDBG block grant funds. It provides directions to public and historic sites in and around downtown Amherst. But downtown Amherst is only one of several significant destinations in this community. Cultural/historic tourism is a fundamental aspect of Amherst's non-academic economy. It is imperative to ensure that residents and visitors are provided with basic directional information allowing them to find their way around Amherst.

JCPC recommends \$50,000 to resurface two tennis courts at the Mill River Recreation Area constructed in the early 1970's. The current surface is very unsafe. It is uneven in many areas and there are large cracks in it. DPW has done its best to fill the cracks, but the surface still remains uneven - up to an inch and a half difference in elevation in many places presenting an extreme tripping hazard.

\$15,000 is recommended to install a well at the Cherry Hill Golf Course. Cherry Hill currently relies on a gravity fed irrigation pond to meet its requirements for watering of the course. That system is extremely overburdened. Over the past two summers staff had to reduce the watering schedule to the bare minimum in order to conserve water in the pond. This has placed the greens and fairways at great risk. A well would provide for a much more dependable method to fill the irrigation pond and protect the course's valuable assets (greens and fairways).

Key Capital Planning Issues Going Forward

The Five Year Capital Plan is out of balance by approximately \$3 million. In addition, \$1.66 million of requested items were completely removed from the Plan because of lack of funds. The Plan identifies several major projects on the horizon, including the potential for a new fire station, major renovations at both Wildwood and Fort River Elementary Schools and the Public Works garage, and additional borrowing for roads reconstruction and resurfacing to address a growing backlog. Many other projects large and small will compete for scarce resources. Capital funding for a new fire station is deferred until FY 14, but may be accelerated. The Town Manager has asked our new Fire Chief Tim Nelson to review operational and facility needs and the recommendations of the Fire Station Study Committee Report completed a few years ago and then craft an updated recommendation to the Town Manager over the next year. The capital plan includes first-year debt service funding beginning in FY 12 and FY 13 (with bonds to be authorized as soon as the Fall 2010 Special Town Meeting) for a total of \$4.5 million of road improvements. This is only possible if the Town increases funding allocations to the capital budget over a period of years as recommended by the JCPC and the Finance Committee, either through increased general tax support or earmarked property tax support via a debt exclusion override. An adequately funded capital plan should be a critical component of any long-term financial plan for the Town.

JOINT CAPITAL PLANNING COMMITTEE

Kathleen Anderson, School Committee (through April 2010)

Carol Gray, Library Trustees

Sarah McKee, Library Trustees

Kay Moran, Finance Committee

Stephanie O'Keeffe, Select Board

Catherine Sanderson, School Committee

Doug Slaughter, Finance Committee

Rob Spence, School Committee (appointed April 2010)

Diana Stein, Select Board

Staff Liaison: John Musante, Assistant Town Manager/Finance Director

Committee Membership Changes

One person who worked on this report has left JCPC. We would like to thank Kathleen Anderson for her service. We welcome a new representative from the Amherst School Committee, Rob Spence, who joined in April.

JOINT CAPITAL PLANNING COMMITTEE
General Fund Five Year Capital Plan
Fiscal Years 2011 - 2015

	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 11-15 Total	Unfunded List
	Approved	Budget						
% of Levy	2,322,456	2,298,272	2,388,030	2,485,111	2,584,618	2,686,614	12,442,645	
Less Current Debt	(799,287)	(938,975)	(863,804)	(832,152)	(740,719)	(646,049)	(4,021,698)	
Less Proposed Debt	(345,743)	(85,314)	(517,927)	(894,168)	(872,742)	(1,575,815)	(3,945,966)	
Total Taxes Available	1,177,426	1,273,983	1,006,299	758,790	971,158	464,750	4,474,980	
CPA Funds	645,074	1,217,011	63,594	61,833	59,938	58,312	1,460,688	
Other Available Funds	-	57,665	50,000	400,000	250,000	-	757,665	
Grants	-	-	-	150,000	157,500	-	307,500	
Borrowing	-	180,000	4,500,000	1,250,000	7,200,000	-	13,130,000	-
Chapter 90	670,000	538,000	648,000	500,000	500,000	620,000	2,806,000	
Ambulance	-	190,000	97,000	273,000	50,000	200,000	810,000	
Total Available For Capital	2,492,500	3,456,659	6,364,893	3,393,624	9,188,595	1,343,062	23,746,834	
Total Equipment	928,200	903,300	1,251,100	1,571,600	969,300	1,422,000	6,117,300	663,000
Total Buildings	412,200	1,039,000	290,000	1,618,000	7,680,000	460,000	11,087,000	676,500
Total Facilities	1,152,100	1,514,100	5,296,600	833,500	1,188,500	645,500	9,478,200	320,500
Total Requests	2,492,500	3,456,400	6,837,700	4,023,100	9,837,800	2,527,500	26,682,500	1,660,000
		Funding Levels at FY 11 Projected Share of Tax Levy						
If % of Levy to capital equa	6.51%	6.23%	6.23%	6.23%	6.23%	6.23%		
(Over) / Under	0	259	(472,807)	(629,476)	(649,205)	(1,184,438)	(2,935,666)	
available capital funds								
		JCPC Recommended Funding Levels from April 2009 Report						
If INCREASE % of Levy to:	6.51%	8.00%	8.50%	9.00%	9.50%	10.00%		
Increase Available for Capital		654,402	870,117	1,104,937	1,356,613	1,625,768	3,986,069	
(Over) / Under	0	654,661	397,310	475,460	707,409	441,330	2,234,840	
available capital funds								

GENERAL FUND CAPITAL PROGRAM - EQUIPMENT
FY 2011 - 2015

		FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL	Unfunded
	EQUIPMENT:	Approved	Budget					FY 11 - FY 15	List
1	Information Technology								
2	Photocopiers	18,000		15,000	15,000	15,000	15,000	60,000	
4	Infrastructure	123,000	123,000	123,000	123,000	123,000	123,000	615,000	
5	Information Systems				55,000		70,000	125,000	75,000
6	Information Systems					119,000		119,000	
7	Information Systems - GIS Flyover	40,000						-	
8	Information Systems - Other Depts	20,000	35,000	53,500				88,500	35,000
15	Total	201,000	158,000	191,500	193,000	257,000	208,000	1,007,500	
16									
17	Police								
19	Cruisers	140,000	105,000	105,000	140,000	105,000	105,000	560,000	
21	Protective Clothing - Bullet Proof Vests							-	
22	Carport shelter							-	50,000
23	Transport Vehicle					50,000		50,000	
24	In Car Video System		10,000	10,000	10,000			30,000	
25	Training Room Equipment/Furniture						25,000	25,000	
26	Total	140,000	115,000	115,000	150,000	155,000	130,000	665,000	
27									
34	Fire								
36	Ambulance		190,000		195,000		200,000	585,000	
37	Chiefs' Vehicles(4WD)			27,000	28,000			55,000	
38	Shift Supervisor Vehicle (new)						35,000	35,000	
39	Fire Prevention Officer Vehicle	32,000						-	
44	Pumper (replace 1990 pumper)						400,000	400,000	
46	Pickup Truck (4 wd)('84,'93,'00)						35,000	35,000	75,000
47	Van (Used)						18,000	18,000	
50	Pumper Rehab			20,000		25,000		45,000	
51	Aerial Ladder Refurbish		95,000					95,000	
52	EMS Defibrillators			50,000	50,000	50,000		150,000	
53	EMS Stretchers			20,000				20,000	
54	Portable Radios			12,000	24,000	10,000		46,000	
61	Building Furnishings						15,000	15,000	
63	Protective Gear			55,000	76,000			131,000	
65	Trench Rescue Equipment	20,000						-	
66	Replace "Jaws of Life" for E-1 and E-2						30,000	30,000	
67	Thermal Imaging Camera		15,000	15,000	15,000			45,000	
68	Replace Fueling System @ North Station		14,000					14,000	
72	Total	52,000	314,000	199,000	388,000	85,000	733,000	1,719,000	
73									
74	Public Works								
76	Backhoe/Front End Loader								
77	Pickup Trucks - Cemetery			50,000				50,000	
80	Bombardier Sidewalk Plow				60,000			60,000	
85	Ground Groomer			15,000				15,000	
86	One Ton Dump 4x4 Plow			60,500	60,500			121,000	
87	One Ton Dump 4x4 Plow w/ Garbage Bo	-						-	
88	Small Bucket Truck							-	
90	3/4 Ton Pickup with Plow (highway)	45,000				45,000		45,000	
93	3/4 Ton Pickup with Plow (Parks)						50,000	50,000	
94	5 ft Scag Mower			14,000		14,000		28,000	
95	2 Ton Roller				20,000			20,000	
96	Dump/Sander Truck	170,000		110,000			120,000	230,000	
97	Asphalt Recycler		38,000	38,000				76,000	
98	Park Replacement Equipment		5,000		5,000		5,000	15,000	
99	Snow Melter							-	200,000
100	Dump/Sander Truck	20,000		20,000				20,000	
101	Trash Truck				150,000			150,000	
103	Total	235,000	43,000	307,500	295,500	59,000	175,000	880,000	
104									
105	Conservation								
106	Tractor						29,000	29,000	
108	Rotary Brush Cutter and Tractor Harrow				10,000			10,000	
113	Total	-	-	-	10,000	-	29,000	39,000	
114									
115	LSSE								
116	Pickup Truck	-						-	
121	Greens Mower								
122	Fairway Mower			35,000				35,000	
124	Total	-	-	35,000	-	-	-	35,000	
125									

GENERAL FUND CAPITAL PROGRAM - EQUIPMENT
FY 2011 - 2015

	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL	Unfunded
EQUIPMENT:	Approved	Budget					FY 11 - FY 15	List
126 Building Maintenance								
127 Furniture (all buildings)							-	5,000
131 Total	-	-	-	-	-	-	-	
132								
139 Library								
141 Replacement chairs/study tables							-	10,000
142 Self-checkout equipment							-	30,000
143 Infrastructure Replacements	20,000	20,000	20,000	20,000	20,000	20,000	100,000	
148 Security Cameras in Special Collections						7,500	7,500	
149 Public Disability Access Computer	-			10,000			10,000	
150 Copier/printer/scanner	5,000	5,000	5,000	5,000	5,000	5,000	25,000	
152 Total	25,000	25,000	25,000	35,000	25,000	32,500	142,500	
153								
154 Schools								
155 Buses	85,000	85,000		95,000	95,000		275,000	
156 SPED Vans	26,000		28,000	29,000	30,000	60,000	147,000	
157 Handicap Van				50,000			50,000	
159 Maintenance Feet Vehicles	30,000			33,000	34,000	35,000	102,000	35,000
162 Lawn Mowers				12,000			12,000	
163 Replace Kitchen Equipment (FR & WW)	55,000	50,000	35,000	40,000	20,000		145,000	
164 Furniture (all schools)							-	
165 Backup Generators (FR & WW)			40,000				40,000	
166 Telecommunications	24,000	4,000	50,000	9,500	9,500	9,500	82,500	
167 Copiers	23,000	23,000	24,000	25,000	23,000		95,000	
169 Computer Technology	32,200	75,000	189,300	194,800	172,800		631,900	148,000
170 Computer Technology								
171 Multimedia - Audio/Visual	-	11,300	11,800	11,800	4,000	10,000	48,900	
172 Total	275,200	248,300	378,100	500,100	388,300	114,500	1,629,300	
173 TOTAL EQUIPMENT	928,200	903,300	1,251,100	1,571,600	969,300	1,422,000	6,117,300	663,000
174 Less Chapter 90	170,000	38,000	148,000			120,000	306,000	
175 Less Grants								
176 Less Ambulance		190,000	97,000	273,000	50,000	200,000	810,000	
177 Less Borrowing								
178 Less Other Available Funds				150,000			150,000	
179 TOTAL TAX SUPPORTED EQUIPMENT	758,200	675,300	1,006,100	1,148,600	919,300	1,102,000	4,851,300	

GENERAL FUND CAPITAL PROGRAM - BUILDINGS
FY 2011 - 2015

		FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL	Unfunded
	MUNICIPAL BUILDINGS:	Approved	Budget					FY 11 - FY 15	List
180									
182	Building Envelope Repairs (all buildings)	25,000		25,000		25,000		50,000	50,000
183								-	
184	Town Hall							-	
186	Resurface Parking Lot					35,000		35,000	
187	Exterior Maintenance	10,000					10,000	10,000	10,000
188	Interior Maintenance				10,000	25,000	20,000	55,000	
190	HVAC Upgrades	10,000						-	
191								-	
192	Bangs Community Center							-	
194	Exterior Maintenance	10,000				10,000		10,000	10,000
198	Interior Maintenance				35,000	55,000	10,000	100,000	
199	Sidewalk (Safety)	25,000						-	
200	Boiler & VAV Repairs	12,000						-	
201	Flooring					25,000		25,000	
202								-	
205	North Amherst School							-	
206	Exterior Maintenance							-	5,000
207	Interior Maintenance						19,000	19,000	5,000
212								-	
213	Child Care Facility							-	
215	Interior Maintenance							-	17,000
216	Exterior Maintenance							-	75,000
217	Paving							-	9,500
218								-	
219	Munson Library							-	
222	Windows						40,000	40,000	
223	Exterior Maintenance	5,000					5,000	5,000	5,000
224	Access Control						5,000	5,000	5,000
225	Energy Management		5,000					5,000	
226	Interior Maintenance						25,000	25,000	5,000
227								-	
228	South Amherst Campus							-	
231	Security System			15,000				15,000	
232	Roof		80,000					80,000	
233	South Wall					100,000		100,000	
237	Interior Renovations		100,000					100,000	
244								-	
254	Fire Stations							-	
258	Design/Construction-South					7,200,000		7,200,000	
260	North Station Enlarge Bay	25,000						-	
262	North Station HVAC Replacement	65,000						-	
263	North Station Underground Gasoline Tank					70,000		70,000	
266								-	
267	Police Station							-	
268	Interior Maintenance		5,000	10,000	20,000			35,000	
271	Exterior Maintenance					35,000		35,000	
273	Building Infrastructure						20,000	20,000	
274								-	
275	Public Works Facility							-	
276	Salt Shed				200,000			200,000	
277	Renovations	5,000	5,000	5,000	5,000	5,000	5,000	25,000	
280	Security System			20,000	20,000			40,000	
282								-	
285	Conservation Building							-	
286	Hitchcock Center - Building/Roof Repairs	-				10,000		10,000	
287	Hitchcock Center - Sewer Connection					15,000		15,000	
288	Hitchcock Center - Site Design					10,000		10,000	
289								-	
290	South Amherst Equipment Storage Bldg							-	5,000
291								-	
292	Recreation Center							-	
293	Feasibility Study							-	38,000
295								-	
297	Affordable Housing	47,200	350,000					350,000	
298								-	
299	Habitat for Humanity		50,000					50,000	
300								-	
301	Jones Library							-	
302	Roof Repairs	7,500	40,000					40,000	10,000
304	Exterior Renovations	55,500						-	

GENERAL FUND CAPITAL PROGRAM - BUILDINGS
FY 2011 - 2015

	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL	Unfunded
	Approved	Budget					FY 11 - FY 15	List
MUNICIPAL BUILDINGS:								
306 HVAC Improvements		50,000					50,000	50,000
307 Carpet			15,000			30,000	45,000	
310 Audiovisual Shelving				8,000			8,000	
311 Interior plaster and painting						50,000	50,000	25,000
313 Roof Study/Bid Specs	15,000						-	
314 Special Collections Climate Control	10,000	75,000					75,000	
315 Elevator Repairs		50,000					50,000	
316 Jones Insulation Upgrade		15,000					15,000	
317								
318 North Amherst Library Rehabilitation		12,000					12,000	
319								
SCHOOL BUILDINGS:								
321 School Security	25,000	30,000	5,000	5,000	5,000	5,000	50,000	
322 School Restructuring		95,000					95,000	
323 Stormwater Drain Repairs	10,000						-	
324 Energy Management Upgrade		30,000	10,000	10,000	10,000	10,000	70,000	
325 Interior Upgrades			30,000	30,000	30,000	30,000	120,000	60,000
326 Amherst Schools Asbestos Management		4,335	5,000	5,000	5,000	5,000	24,335	
327 Amherst Schools Asbestos Management		665					665	
328 Furniture Replacement				10,000			10,000	20,000
329 Asbestos Removal all Schools (VW,MM)	10,000						-	
332 Crocker Farm							-	
342 Exterior Maintenance			5,000				5,000	
343 Grounds			25,000				25,000	
345 Fort River							-	
349 Repave lot						71,000	71,000	
350 Upgrade Parking Lot Lighting						15,000	15,000	
352 Computer Electrical Upgrade			5,000				5,000	
353 Roof			70,000	1,250,000			1,320,000	
354 Exterior Doors	5,000	8,500	5,000	5,000	5,000	5,000	28,500	
357 Boiler Room Valve Replacement	30,000						-	
367 Wildwood							-	
371 Boiler Room Valve Replacement			30,000				30,000	
372 Computer Electrical Upgrade			5,000				5,000	
373 Front Entrance Walkway		25,000					25,000	
374 Upgrade Parking Lot Lighting						15,000	15,000	
375 Repave lot						60,000	60,000	272,000
376 Exterior Doors	5,000	8,500	5,000	5,000	5,000	5,000	28,500	
380 TOTAL BUILDINGS	412,200	1,039,000	290,000	1,618,000	7,680,000	460,000	11,087,000	676,500
381 Less CPA	72,200	527,000					527,000	
382 Less Grants								
383 Less Ambulance								
384 Less Borrowing		180,000		1,250,000	7,200,000	-	8,630,000	-
385 Less Other Available Funds		57,665						
386 Total Tax Supported Buildings	340,000	274,335	290,000	368,000	480,000	460,000	1,872,335	676,500

GENERAL FUND CAPITAL PROGRAM - FACILITIES
FY 2011 - 2015

	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL	Unfunded
	Approved	Budget					FY 11 - FY 15	List
MUNICIPAL FACILITIES:								
387 Downtown Improvements								
388 Downtown Improvements Matching Fund	-			10,000			10,000	
391 Downtown/Village Center Street Trees	12,500	12,500	12,500	12,500	12,500	12,500	62,500	
392 Downtown Wayfinding Sign System	15,000	15,000	15,000	5,000	5,000		40,000	
394							-	
395 Village Center Design/Improvements						15,000	15,000	5,000
400							-	
401 Town-Wide GIS Mapping/Flood Area Analysis			100,000				100,000	
402							-	
405 National Register Districts	10,000						-	
406							-	
409 Other Historic Preservation Projects	45,000						-	
410							-	
411 575 North East Street (Kimball Farmhouse)							-	
412 Mitigation Agreement	25,600	25,600					25,600	
421							-	
422 Civil War Tablets - Phase I	65,000						-	
423							-	
424 North Amherst PRP Option Agreement		120,000					120,000	
425							-	
426 Hawthorne Property		500,000					500,000	
427							-	
428 Amherst History Museum Rehabilitation		45,000					45,000	
429							-	
430 Brownfields Studies					10,000	10,000	20,000	10,000
431							-	
441 School Crossing Light			10,000		10,000		20,000	
442							-	
443 Sidewalks							-	
444 Around Town	30,000	30,000	30,000	30,000	30,000	30,000	150,000	
450							-	
451 Street and Traffic Lights							-	
452 Purchase Streetlights	6,000		6,000	6,000	6,000	6,000	24,000	
453 Traffic Lights		30,000					30,000	
454							-	
460							-	
461 Road Maintenance/Improvements	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000	
462 Road Maintenance/Improvements		100,000					100,000	
463 Road Reconstruction/Resurfacing			4,500,000				4,500,000	
464							-	
465 NPDES Program Implementation			20,000	20,000	20,000	20,000	80,000	
466							-	
467 Cottage Street Drainage			40,000				40,000	
468							-	
469 Gray Street Connector						17,000	17,000	
470							-	
471 Electric Upgrade for Town Common		18,000					18,000	
472							-	
473							-	
474							-	
475 Transfer Station							-	
476 Engineering			50,000				50,000	
477 Construction				250,000	250,000		500,000	
479							-	
482 Land Acquisition							-	
485 Open Space	248,500	18,000					18,000	
486 Appraisals and Surveys		15,000					15,000	
487							-	
488 Cemetery Improvements							-	
489 West Cemetery	75,000						-	
493							-	
494 Parks & Commons							-	
495 Groff Park							-	
496 Redesign to Spraypark					157,500		157,500	
504 Redesign to Spraypark: 30% local match					67,500		67,500	
505							-	
506 War Memorial							-	
517 Shade units							-	13,500
519							-	
520 Mill River							-	
522 Bath House Roofs & Park Areas	49,500						-	
524 Lifeguard Chairs			5,000				5,000	
530 Shade units			8,100				8,100	

GENERAL FUND CAPITAL PROGRAM - FACILITIES
FY 2011 - 2015

	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	TOTAL	Unfunded
	Approved	Budget					FY 11 - FY 15	List
531 MUNICIPAL FACILITIES:								
532 Exterior Lighting							-	7,000
537 Resurface Tennis Courts		50,000					50,000	
541 Cherry Hill							-	
544 Well		15,000					15,000	
545							-	
547 Kendrick Park					120,000		120,000	
550							-	
564 Miscellaneous							-	
565 Master Plan Implementation						20,000	20,000	30,000
566 Comprehensive Code Revision	50,000						-	
573 Archives Restoration	20,000	20,000					20,000	
575							-	
576 Conservation							-	
578 Puffer's Pond Dredging						15,000	15,000	200,000
579 Puffer's Comfort Station							-	10,000
580 Puffer's Beach/Trail Improvements							-	25,000
583 ADA Trail Improvements							-	20,000
590								
591 TOTAL FACILITIES	1,152,100	1,514,100	5,296,600	833,500	1,188,500	645,500	9,478,200	320,500
592 Less Chapter 90	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000	
593 Less CPA	489,100	623,600					623,600	
594 Less Grants					157,500		157,500	
595 Less Borrowing			4,500,000				4,500,000	
596 Less Other Available Funds		-		250,000	250,000		550,000	
597 Total Tax Supported Facilities	163,000	390,500	246,600	83,500	281,000	145,500	1,147,100	320,500

LONG TERM DEBT SERVICE - TOWN OF AMHERST

Issue	Maturity Date	FY 2010 Budget	FY 2011 Projected	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	Future Periods
General Fund Debt:													
Municipal:													
Town Hall Refunding	FY 16	212,900	202,375	196,600	185,000	178,600	167,200	156,000					156,000
Jones Library	FY 11	55,549											0
Jones Library Refunding	FY 11		47,179										0
Wildwood School Roof	FY 13	66,885	64,905	62,925	61,013								0
Crocker Farm School	FY 19	272,000	266,000	259,500	252,000	244,000	236,000	228,000	220,000	212,000	204,000		864,000
Sidewalks (2005)	FY 14	77,188	75,075	72,800	70,200	67,600							0
Plum Brook Recreation Area	FY 15		55,520	53,400	51,840	50,160	48,720						0
Town Hall Exterior (General Fund)	FY 20		37,045	35,280	34,370	33,390	32,550	31,815	31,150	30,380	29,540	28,560	151,445
Town Hall Exterior (CPA)	FY 20		29,768	28,350	27,619	26,832	26,157	25,566	25,032	24,413	23,738	22,950	121,699
Bangs Community Center Roof/HVAC	FY 20		50,114	47,608	46,421	40,219	39,274	56,244	55,069	53,708	52,223	50,490	267,733
Subtotal Municipal Debt		684,522	827,981	756,463	728,463	640,801	649,901	497,625	331,251	320,501	309,501	102,000	1,560,877
Regional School District Debt (Amherst Share):													
High School Renovations & Additions **	FY 18	400,837	352,466	305,688	259,373	213,522	171,480	125,377	83,238	37,329			245,945
High School Roof	FY 15	114,765	110,994	107,341	103,689	99,918	96,148						
Subtotal Regional School District Debt		515,602	463,460	413,029	363,062	313,440	267,628	125,377	83,238	37,329	0	0	245,945
TOTAL GENERAL FUND DEBT		1,200,124	1,291,441	1,169,492	1,091,525	954,241	817,529	623,002	414,489	357,830	309,501	102,000	1,806,822
CPA 66% Plum Brook			(36,643)	(35,244)	(34,214)	(33,106)	(32,155)						
CPA \$225k Town Hall			(29,768)	(28,350)	(27,619)	(26,832)	(26,157)	(25,566)	(25,032)	(24,413)	(23,738)	(22,950)	
Water Fund Debt													
Atkins Treatment Facility	FY 12	738,873											0
Atkins Treatment Facility Refunding	FY 12		703,716	703,688									0
South East Street Water Main	FY 10	73,115											0
TOTAL WATER FUND DEBT		811,988	703,716	703,688									0
Sewer Fund Debt													
Chapel Road Sewer Extension	FY 14	122,001	119,751	117,313	114,500	111,500							0
Middle Street Sewer Extension	FY 13	211,803	205,533	199,263	193,206								0
TOTAL SEWER FUND DEBT		333,804	325,284	316,576	307,706	111,500	0	0	0	0	0	0	0
Transportation Fund Debt													
Town CVS Parking Lot	FY 08												0
Boltwood Parking Garage	FY 20	76,788											0
Boltwood Parking Garage Refunding	FY 20		71,032	67,763	65,975	59,125	57,625	56,313	55,125	48,825	47,475	45,900	56,313
TOTAL TRANSPORTATION FUND DEBT		76,788	71,032	67,763	65,975	59,125	57,625	56,313	55,125	48,825	47,475	45,900	56,313
TOTAL ENTERPRISE FUND DEBT		1,222,580	1,100,032	1,088,027	373,681	170,625	57,625	56,313	55,125	48,825	47,475	45,900	56,313
TOTAL DEBT (ALL FUNDS)		2,422,704	2,391,473	2,257,518	1,465,207	1,124,866	875,154	679,315	469,614	406,655	356,976	147,900	1,863,135

** Funded via temporary property tax increase from Proposition 2 1/2 Debt Exclusion.

Short Term & Projected Debt

SHORT-TERM DEBT & PROPOSED / PROJECTED DEBT

	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15
Short-Term Interest (budgeted)	20,000	20,000	20,000	20,000	20,000	20,000
Deferred Teachers' Payroll	56,514	56,514				
Crocker #2						
<u>\$5,505,000 BANs</u>						
High School Roof						
<u>\$1,000,000 @ 3.5% (10 year BANs)</u>						
Plum Brook Recreation Fields						
<u>\$500,000 @4%</u>	62,120					
Multi Purpose - Bangs, Town Hall						
Portables, East St School						
<u>\$1,375,000 @ 5% (10 years)</u>	207,109					
Portable Classrooms						
<u>\$220,000 @4%</u>		8,800				
East Street School						
<u>\$80,000 @4%</u>						
Fort River Roof		Principal		125,000	125,000	125,000
<u>\$1,250,000 @ 3.5% (10 Years)</u>		Interest		44,133	39,720	35,306
Fire Stations - Option 1 (FSSC 8/06)						
New Substation So. Amherst		Principal				360,000
<u>\$7,200,000 @ 5% (20 years)</u>		Interest				364,500
DPW - Roads Reconstruction		Principal	350,000	350,000	350,000	350,000
<u>\$3,500,000 @ 3.5% (10 years)</u>		Interest	123,572	111,215	98,858	86,500
DPW - Roads Repaving/Maint		Principal		200,000	200,000	200,000
<u>\$1,000,000 @ 2% (5 years)</u>		Interest		20,100	16,080	12,060
Renovate/Expand Central HQ						
<u>\$6,750,000 @ 5% (20 years)</u>						
<u>Total = \$13,180,838 @ 5% (20 years)</u>						
Wildwood/Fort River						
<u>\$9,000,000 @ 5% (20 years)</u>						
Public Works Facility						
<u>\$?? @ 5% (20 Years)</u>						
South Amherst School		Principal	18,000	18,000	18,000	18,000
<u>\$180,000 @ 3.5% (10 Years)</u>		Interest	6,355	5,720	5,084	4,449
Total	345,743	85,314	517,927	894,168	872,742	1,575,815
Ambulance 50% Fire Substation						
CPA 66% Plum Brook	(40,999)	-	-	-	-	-
CPA \$295k Town Hall	(42,775)					
Net Projected Debt	261,969	85,314	517,927	894,168	872,742	1,575,815

